

Referral and Visit Lags

5/1-5/14

Table One: Referral Lags for Hospital-Owned Services Please input referral lags for all hospital-owned services.		
Type of Service	Total number of patients	The percentage of appointments scheduled within three business days of referral
All Primary Care	37	15
All Cardiology	27	15
All General Surgery	11	36
All OB/GYN	21	14
All Orthopedics	43	14
All Podiatry	18	72
All Urology	10	100
Rehab (PT/ST/OT)	101	52

Table Three: Visit Lags for Hospital-Owned Services Please input visit lags for all hospital-owned services. Please remember to <i>include</i> weekends and holidays in your calculation.					
Type of Service	Total number of new patients	Percentage of new patients scheduled to be seen within 14 days	Percentage of new patients scheduled to be seen within 30 days	Percentage of new patients scheduled to be seen within 90 days	Percentage of new patients scheduled to be seen within 180 days
All Primary Care	27		100		
All Cardiology	11			90	10
All Neurology	14			100	
All OB/GYN	16			100	
All Oncology / Hematology	2			100	
All Orthopedics	7			100	
All Podiatry	28			93	7
All Urology	2			100	

Table Four: Visit Lags for Imaging Procedures Please input visit lags for the top five most frequent imaging procedures. Please remember to include weekends and holidays in your calculation.						
Imaging Procedures	Within 2 weeks	Within 1 Month	Within 3 months	Within 6 months	> 6 months	Grand Total
CT Chest/Abdomen/Pelvis (BVT)	32	1	4	3	1	41
MA Mammo (BVT)	38	128	17	4	3	190
US Abdomen (BVT)	28	2				30
US Echocardiography (BVT)	62	7	4	2	1	76
US Gestational (BVT)	21	11	5			37

Boarding and Transfer Issues

Note: These questions were lifted from budget narratives of previous years. If you are unable to answer the questions in full, please provide GMCB with a written explanation of your limitations and answer the question to the best of your ability.

Table Five: Patient Boarding

Please estimate total number of discharges, patient days, associated expenditures and reimbursements for FY22 (Actuals), FY23 (Actuals), FY24 (Projected) and FY25 (Budget): Provision of care due to the inability to discharge patients home due to lack of services or transfer patients to post-acute or other more appropriate care settings. Examples might include hospital stays beyond what is clinically indicated due to difficulties discharging/transferring after patients are deemed safe and appropriate for discharge/transfer or stays for which patients received care that would not generally be provided in a hospital setting (i.e. admissions for social reasons)

Year	Total Number of Discharges	Total Number of Patient Days	Associated Expenditures	Associated Reimbursements
BMH only started documenting avoidable days in the EMR recently.				

Table Six: Patient Boarding (LOS)

Assuming the majority of patients who stay in emergency departments for greater than 24 hours without an admitted disposition are patients boarding for a mental health evaluation, please define the LOS in patient hours for patients who have a LOS greater 24 hours without an admitted disposition and the total number of episodes this represents. Please estimate the associated expenditures and reimbursements associated with these encounters.

Year	LOS in patient hours for patients who have a LOS greater 24 hours (without an admitted disposition)	Total Number of Episodes	Associated Expenditures	Associated Reimbursements
24 FYTD (Oct - May)	3 days (72 hours)	511		
FY23	3 days (72 hours)	325		
FY22	3 days (72 hours)	227		

Clinical Productivity

Note: If you are unable to answer the question in full, please provide GMCB with a written explanation of your limitations and answer the question to the best of your ability.

Table Seven: Clinical Productivity

Please report average work RVUs per clinical physician FTE by department – both the level and the associated percentile of national benchmarks, or similar, for the most recent year available. Report the number of clinical and budgeted FTEs (if different) that are included in the denominator.

Department	Total wRVUs	work RVUS / Clinical Physician FTEs	BMH Variance from Benchmark over/(under)	Associated Percentile of National Benchmark	Benchmark Source Details	Number of Clinical Physician FTEs	Number of Budgeted Clinical Physician FTEs (if different)	Year of Data
Brattleboro Cardiology	17,493.54	4,373.38	(1,804.62)	6178.00	25%tile MGMA	4		FY23
Brattleboro Family Medicine	30,022.57	10,007.52	5,283.52	4,724.00	25%tile MGMA	3	3.4	FY23
Brattleboro General Surgery	26,418.18	11,007.58	5,805.58	5,202.00	25%tile MGMA	2.4	2.3	FY23
Brattleboro Internal Medicine	29,623.49	7,984.77	3,973.77	4,011.00	25%tile MGMA	3.71	3.2	FY23
Brattleboro OB/GYN	43,196.31	4,799.59	(381.41)	5,181.00	25%tile MGMA	9	9.2	FY23
Brattleboro Orthopedics	73,291.02	11,345.36	4,421.36	6,924.00	25%tile MGMA	6.46	8.8	FY23
Hospitalists	25,360.69	4,644.81	1,523.81	3,121.00	25%tile MGMA	5.46	8	FY23
Maplewood Family Practice	14,318.71	7,867.42	3,143.42	4,724.00	25%tile MGMA	1.82	2.6	FY23
Post Acute Care	4,295.65	4,091.10	1,584.10	2,507.00	25%tile MGMA	1.05	1	FY23
Putney Family Healthcare	22,672.46	8,011.47	3,287.47	4,724.00	25%tile MGMA	2.83	2.9	FY23
Urology	16,964.11	8,482.05	1,699.05	6,783.00	25%tile MGMA	2	2	FY23
Windham Family Medicine	11,492.31	8,208.79	3,484.79	4,724.00	25%tile MGMA	1.4	2	FY23
Wound Care	1,591.92	1,591.92	(615.08)	2,207.00	25%tile MGMA	1	0.9	FY23
BMH Podiatry	144.84	144.84	(4,835.16)	4,980.00	25%tile MGMA	1	1	FY23

Staff Turnover

Note: If you are unable to answer the question in full, please provide GMCB with a written explanation of your limitations and answer the question to the best of your ability.

Table Eight: Staff Turnover and Vacancies

	Employed as of May 31, 2024	Terminated employment between June 1, 2023 and May 31, 2024	Vacancies as of May 31, 2024
FTE physicians	16.96	0	6
FTE mid-level providers	14.21	1.75	1
FTE nurses	81.79	23.5	18

Calculated from actual paid
hours 10/1/24 - 5/31/24

	NPR FY24 Budget	NPR FY24 Proj.	NPR FY25 Budget	NPR YOY (Budget to Budget)	W	NPR (FY24 @FY25 Comm. Prices)	NPR FY25 (due to Comm. Price)	NPR (FY24 @FY25 Utiliz.)	NPR FY25 (due to Utiliz.)	NPR (FY24 @FY25 Public Payer Prices)	NPR FY25 (due to Public Payer Prices)	NPR (FY24 @FY25 Payer Mix)	NPR FY25 (due to Payer Mix)	NPR (FY24 @FY25 Service Mix/Patient Acuity)	NPR FY25 (due to Service Mix/Patient Acuity)	NPR FY25 (due to all other)	FY25 Rate NPR Impact	FY25 Estimated Annualized Rate	FY25 Rate (WA)	FY25 NPR Growth	FY25 NPR Growth (WA)	
Other Services																						
Medicaid																		0.0%	0.0%	0.0%	0.0%	0.0%
Medicare - Traditional																		0.0%	0.0%	0.0%	0.0%	0.0%
Medicare - Advantage																		0.0%	0.0%	0.0%	0.0%	0.0%
Commercial																		0.0%	0.0%	0.0%	0.0%	0.0%
Major Payer #1																		0.0%	0.0%	0.0%	0.0%	0.0%
Major Payer #2																		0.0%	0.0%	0.0%	0.0%	0.0%
Major Payer #3																		0.0%	0.0%	0.0%	0.0%	0.0%
Major Payer #4																		0.0%	0.0%	0.0%	0.0%	0.0%
All other Commercial																		0.0%	0.0%	0.0%	0.0%	0.0%
Fixed Prospective Payments																		0.0%	0.0%	0.0%	0.0%	0.0%
FPP - Medicare																		0.0%	0.0%	0.0%	0.0%	0.0%
FPP - Medicaid																		0.0%	0.0%	0.0%	0.0%	0.0%
Risk/Reserves																		0.0%	0.0%	0.0%	0.0%	0.0%
Other (Bad Debt, Free Care, DSH)																		0.0%	0.0%	0.0%	0.0%	0.0%
Overall Other Services					0.00													0.0%	0.0%	0.0%	0.0%	0.0%
TOTAL	NPR FY24 Budget	NPR FY24 Proj.	NPR FY25	NPR YOY	W	NPR (FY24 @FY25 Comm. Prices)	NPR FY25 (due to Comm. Price)	NPR (FY24 @FY25 Utiliz.)	NPR FY25 (due to Utiliz.)	NPR (FY24 @FY25 Public Payer Prices)	NPR FY25 (due to Public Payer Prices)	NPR (FY24 @FY25 Payer Mix)	NPR FY25 (due to Payer Mix)	NPR (FY24 @FY25 Service Mix/Patient Acuity)	NPR FY25 (due to Service Mix/Patient Acuity)	NPR FY25 (due to all other)	FY25 Rate NPR Impact	FY25 Estimated Annualized Rate	FY25 Rate (WA)	FY25 NPR Growth	FY25 NPR Growth (WA)	
Medicaid	51,544,946	50,600,984	52,625,023	1,080,077	0.46	51,544,946	-	53,606,744	2,061,798	51,544,946	-	51,570,718	25,772	51,802,671	257,725	(1,265,218)	0.0%	0.0%	0.0%	2.1%	1.0%	
Medicare - Traditional	94,880,720	94,217,940	100,746,729	5,866,009	0.85	94,880,720	-	98,675,948	3,795,229	97,025,024	2,144,304	94,928,160	47,440	95,355,123	474,404	(595,368)	0.0%	0.0%	0.0%	6.2%	5.3%	
Medicare - Advantage	36,792,198	42,433,531	45,106,843	8,314,645	0.33	36,792,198	-	38,263,886	1,471,688	37,623,701	831,504	36,810,594	18,396	36,976,159	183,961	5,809,097	0.0%	0.0%	0.0%	22.6%	7.5%	
Commercial	97,232,126	95,680,501	104,004,704	6,772,578	0.87	101,802,036	4,569,910	101,121,411	3,889,285	-	-	97,426,590	194,464	97,718,287	486,161	(2,367,242)	4.7%	6.3%	4.1%	7.0%	6.1%	
Major Payer #1	-	-	-	-	0.00	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%
Major Payer #2	-	-	-	-	0.00	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%
Major Payer #3	-	-	-	-	0.00	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%
Major Payer #4	-	-	-	-	0.00	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%
All other Commercial	-	-	-	-	0.00	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%
Fixed Prospective Payments	14,100,000	12,428,150	14,768,800	668,800	0.13	14,100,000	-	14,311,500	211,500	14,432,100	332,100	14,241,000	141,000	14,241,000	141,000	(156,800)	0.0%	0.0%	0.0%	4.7%	0.6%	
FPP - Medicare	9,400,000	4,971,260	9,850,300	450,300	0.08	9,400,000	-	9,541,000	141,000	9,621,275	221,275	9,494,000	94,000	9,494,000	94,000	(99,975)	0.0%	0.0%	0.0%	4.8%	0.4%	
FPP - Medicaid	4,700,000	7,456,890	4,918,500	218,500	0.04	4,700,000	-	4,770,500	70,500	4,810,825	110,825	4,747,000	47,000	4,747,000	47,000	(56,825)	0.0%	0.0%	0.0%	4.6%	0.2%	
Risk/Reserves	-	-	-	-	0.00	-	-	-	-	-	-	-	-	-	-	-	-	0.0%	0.0%	0.0%	0.0%	0.0%
Other (Bad Debt, Free Care, DSH)	(183,385,809)	(185,398,002)	(203,330,858)	(19,945,049)	-1.65	(185,068,948)	(1,683,139)	(187,844,582)	(4,459,173)	(185,068,948)	(1,683,139)	(188,770,327)	(5,384,518)	(185,994,292)	(2,608,484)	(4,126,596)	0.9%	1.2%	-1.5%	10.9%	-17.9%	
Overall Total	111,164,181	109,963,104	113,921,241	2,757,061	1.00	12,248,916	2,886,771	17,013,096	6,970,326	15,556,824	1,624,769	8,780,146	(4,957,445)	12,380,660	(1,065,234)	(2,702,127)	2.6%	3.5%	2.6%	2.5%	2.5%	

Notes
Please include IP Psych in "other services"